Directorate of Training and Development

Business Plan

Financial Year 2004-5

METROPOLITAN POLICE

Working for a safer London

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Foreword

By Commander Shabir Hussain, Metropolitan Police, Director of Training & Development.

This plan supports the HR Business Plan in enabling the organisation to achieve its Operational Goals and to realise the benefits of its strategy. The Directorate will work in partnership with the Criminal Justice sector Skills Organisation, Centrex and HMI (T). The Training Standards Unit will continue to improve the Design, Delivery and Evaluation of Training.

Whilst the new PDR process will capture individual training needs, the collective needs of the Metropolitan Police Service are developed by Business Training Boards. It is their group actions which ultimately inform organisational developments.

Aim

The Directorate of Training and Development's (DTD) aim is to enable excellent staff performance to be achieved throughout the MPS by playing a pivotal, strategic role in the development and promotion of high quality learning and training across the Service.

Objectives:

The DTD is organised around three business units, with complementary but differing fields of work.

The business units are: -

1. Training Delivery – Schools and Units involved in delivery /sourcing of training
2. Training Standards Unit
3. Centre for Applied Learning Technologies

Training Delivery is responsible for providing training within the following fields: -

1.1.1 Probationer Training Programme / Metropolitan Police Special Constabulary Training
1.1.2 Driver Training
1.1.3 Information Technology Training
1.1.4 Dog Training
1.1.5 Management Training
1.1.6 Trainer Training
1.1.7 Traffic Warden/Police Community Support Officer Training.
1.1.8 Police Staff Development and Co-ordination Unit (Not a deliverer of training but sources external opportunities)

1.1.9   Physical Education

The Training Standards Unit (TSU) provides services in the following areas: -

2.1   Policy Development
2.2   Training Support Services
2.3   Standards and Performance
2.4   Information and Planning.

The Centre for Applied Learning Technologies provides services in the following areas: -

3.1   Provision of Computer based packages/Computer based training /Simulation packages
        Maintenance of current simulation packages. Provides a consultancy service to Police
        Services / Home Office. The Unit operates within the framework of the NCALT, Centrex.
        NCALT is Investors in People recognised.

 The Training Management Board has set the following definition of training for the Metropolitan Police Service:

"The definition of training for the purpose of the Annual Training Plan is any planned event designed specifically for the purpose of engaging a student or students in a learning process"

It does not include those activities designed to enable the continuous running of a department or unit by its own staff e.g. induction, knowledge sharing, briefings, workshops, seminars or informal advice

RECRUIT TRAINING SCHOOL

Planned Activity	MPA Priority	Expected Outcome	Specific Output	Milestones	Risk	Costs
1.1.1 Delivery of Recruit Training Programme	**High** Supporting Promoting Reassurance. Safer Neighbourhoods. Organisational Growth. Meeting targets on promoting diverse workforce Work on retention and progression of staff. National Intelligence Model/Safer Streets.	Competent recruits.	1950 recruits trained in 2004/05. This figure is subject to change. Output to MPS 2003-2004 3,000.	Intakes at 5 weekly intervals	MPS unable to meet intake numbers This number is variable at any time dependent on projected activity	Total budget Recruit Training School £8,816,767
	High	A relevant programme fit for purpose.	Recruit training materials updated to reflect legislative changes and operational requirements as agreed by TP.		Ineffective and out of date training	

RECRUIT TRAINING SCHOOL

Planned Activity	MPA Priority	Expected Outcome	Specific Output	Milestones	Risk	Costs
1.1.1. Delivery of Recruit Programme						Total budget for Recruit Training School £8,816,767
	High	Ensure effective administration.	Smooth running of programme including interface with individual recruits, HR Services, HR Recruitment Selection and delivery partners.	Reception and despatch of each intake.	Disrupted training Poor retention of recruits.	
Staff Development	**High**	Competent staff.	Staff development programme to enable development of individuals to meet generic and specific skills as agreed through initial assessment and/or outcomes of their PDRs.	On-going training dates for each staffroom.	Poor quality training staff.	

PROBATIONER MODERNISATION PROGRAMME

Planned Activity	MPA Priority	Expected Outcome	Specific Output	Milestones	Risk	Costs
1.1.2 Probationer Modernisation Programme	**High** Supporting Criminal Justice and Police Act 2000 Training Matters Action Group	Support of National Learning strategy and Home Office Probationer Modernisation Project for MPS.	128 Recruits trained Sunbury and Orpington.	Graduation of 2 intakes.		Included in Recruit School Total budget of £8,816,767

STREET DUTIES SUPPORT UNIT

Planned Activity	MPA Priority	Expected Outcome	Specific Output	Milestones	Risk	Costs
1.1.3 Support of Street Duties Training	**High** Supporting Reassurance Safer Neighbourhoods Front-Line Visibility Policing	Provision of Street Duties courseware.	Materials updated to reflect legislative changes and operational requirements as agreed by SMB		Discrepancy between police actions and legislative framework.	Included in Budget for Professional Development totals £4,761.805
	High	Contribute to effective administration.	Provide BOCU PM's with information relevant to the performance of their probationers as required.		Failure of PDR.	

Planned Activity	MPA Priority	Expected Outcome	Specific Output	Milestones	Risk	Costs
1.1.3 Street Duties Support	**High**	Competent tutors.	Delivery of Street Duties Tutor training at PDU sites. Monitoring of Street Duties Tutor courses on Borough Evaluations conducted on BOCU	Quarterly Street Duties Evaluations	No corporate mechanism to review Street Duties programme on BOCU. Lack of Management Info.	Included in Professional Development Unit budget of £4,761.805
	High	Engagement with external clients,BOCU and other stakeholders including Probationer Modernisation.	Provides consultancy and information support service to support MPS Street Duties programme		No support for Street Duties Programme.	

POST CONTINUATION TRAINING – 5 PROFESSIONAL DEVELOPMENT UNIT SITES

Planned Activity	MPA Priority	Expected Outcome	Specific Output	Milestones	Risk	Costs
1.1.4 **Post Continuation Training**	**High** Supports Reassurance Step Change Safer Neighbourhoods NIM Anti Social Behaviour	Delivery of Post Continuation Training.	4750 Probationers on post continuation 2004-2005	Attendance Programme weekly at 5 sites	Targets for MPA/MPS not met.	Total set for Unit £4,761,805
	High Supports new legislation Crime and Disorder Act Sexual Offences Act Criminal Justice Act Works with Communities and key agencies	Post Continuation Attendance Materials updated to reflect legislative Changes and operational requirements as agreed by Territorial Policing.	Attendance Weeks 1-6 reviewed Development of Anti Social Behaviour Attendance 2 for partnership delivery	Launch May 2004	Training out of date Legislative changes not reflected in course materials.	

	High	Effective administration including interface with individual BOCU's and Personnel Managers.	3,000 Probationary Constables trained.		Ineffective administration/record Keeping in respect of Probationer performance in post continuation phase of training.	

Metropolitan Police Special Constabulary Training

Planned Activity	MPA Priority	Expected Outcome	Specific Output	Milestones	Risk	Costs
1.1.5 Metropolitan Police Special Constabulary	**High** Supports Towards the Safest City Police Visibility	Delivery of MSC Training Internal and External Liaison Centrex and Stakeholders.	375 MPA target		No MSC Officer training delivered post-recruiting campaign.	Included in Professional Development total of £4,761,805
		Maintain delivery of National Programme for MSC Officers.	375 MSC Officers trained		Non compliance in line with national directives.	
		To act as a support service as required.	Internal/External Liaison			

METROPOLITAN POLICE DRIVER TRAINING

Planned Activity	MPA Priority	Expected Outcome	Specific Output	Milestones	Risk	Costs
1.2.1 MPS Driver Training Delivery	**High** Supports Towards the Safest City Effective response to terrorist incidents Improve Neighbourhood Safety Delivery of Police Services	Deliver Standard Response Training.	900 Standard Response Drivers trained.		MPS unable provide emergency response.	
	High	Deliver Advanced Car driver training.	168 Advanced Drivers trained.		MPS unable to perform variety of critical functions.	
	High	Deliver PSU training.	60 PSU drivers trained.		MPS unable to meet force mobilisation.	
	High	Train PSU Non Licence Holders to DSA level.	60 class 1/D1 licences acquired.		MPS unable to meet force mobilisation.	
	High	Response Motorcycle Training.	144 Response Motorcyclists trained.		MPS unable to perform some response functions e.g. Diplomatic Protection.	

Planned Activity	MPA Priority	Expected Outcome	Specific Output	Milestones	Risk	Costs
	High	Advanced Motorcycle Training	12 Advanced Motorcyclists		MPS unable to maintain high level Surveillance.	

MET POLICE DRIVER TRAINING

Planned Activity	MPA Priority	Expected Outcome	Specific Output	Milestones	Risk	Costs
1.2.1 MPS Driver Training	**High**	MPS Protection Drivers Course.	24 officers		MPS unable to provide effective VIP protection.	Total Budget set for Driver Training £3,034,643
National Driver Training	**High**	National Protection Drivers Training.	18 Officers trained to this level		Police service unable provide effective VIP protection.	
National Driver Training	**High**	National Protection Refresher Training.	60 officers refreshed in this area.		Police service unable provide effective VIP protection.	
Staff Development Programme	**High**	Driving Standards Agency assessment for staff.			Driver Training not delivered.	

INFORMATION TECHNOLOGY TRAINING

Planned Activity	MPA Priority	Expected Outcome	Specific Output	Milestones	Risk	Costs
1.3.1 Information Technology Training	**High** Supports National Intelligence Model Improving Neighbourhood Safety Emergency Response Promoting Reassurance Protecting Capital Against Terrorism C3i Programme	To ensure that the IT School has a clear understanding of skills requirements of MPS Engage with clients, stakeholders and customers.	Active Engagement in School Management Board/Training Management Board.	Twice yearly School Management Boards.	No co-hesive approach to IT delivery in MPS.	Total Budget set for IT School £2,549,654
	High	To ensure that clients and stakeholders understand the process for initiating and amending training.	Informed advice on School capacity and other implications of training proposals.		Failure of corporate approach.	
	High	To maintain effective communication with all interested parties.	Maintenance and development of intranet site.		No support for IT systems Lack of access to manuals etc.	

INFORMATION TECHN OLOGY TRAINING

Planned Activity	MPA Priority	Expected Outcome	Specific Output	Milestones	Risk	Costs
1.3.1 Information Technology Training	**High** Supports National Intelligence Model Improving Neighbourhood Safety Emergency Response Promoting Reassurance Protecting Capital Against Terrorism C3i Programme	To meet the needs for MPS Command and Control Training.	Provision of 360 Foundation course places.	Twice yearly School Management Boards.		Total Budget set for IT School £2,549,654
	High		Provision of 600 Command and Control places.		No Command and Control training to support BOCU and Central delivery.	
	High		Provision of 240 Controller course places		Lack of Supervisors for Control rooms.	

INFORMATION TECHNOLOGY TRAINING

Planned Activity	MPA Priority	Expected Outcome	Specific Output	Milestones	Risk	Costs
1.3.1.Information Technology Training	**High** Supports National Intelligence Model Improving Neighbourhood Safety Emergency Response Promoting Reassurance Protecting Capital Against Terrorism C3i Programme.		Provision 200 MSS Cad Browse course places.			
	High		Provision of 600 PNC course places.		Lack of support for control rooms,	
	High		Provision of 180 PNC stand alone places.			
	High		Provision of 40 PNC via Aware courses.			
	High		Provision of 100 VODS course places.			
			Provision of 40 MDT places.			

INFORMATION TECHNOLOGY TRAINING

Planned Activity	MPA Priority	Expected Outcome	Specific Output	Milestones	Risk	Costs
Planned Activity	MPA Priority	Expected Outcome	Specific Output	Milestones	Risk	Costs
1.3.1 Information Technology						**Total budget set for IT £2,549,654**
Delivery in support of Recruits and Rejoiners	**High**	To meet the needs of new entrants and officers transferring to/rejoining the MPS.	10 rejoiners and transfers IT courses.		Untrained staff rejoining/transfers in respect of corporate IT systems.	
Delivery of MPS Crime Systems Training	**High**	Deliver the agreed number of IT courses as required by Portfolio holders via SMB process.	8 Senior Investigative Office seminars.		Vulnerability to MPS in non delivery.	
	High		42 Investigator Foundation courses		Lack of skilled staff causing vulnerability to MPS.	
	High		160 Analysts IT courses		Lack of skilled staff to MPS.	
	High		50 CRIS Foundation courses		Staff unable to operate CRIS.	
	High		40 CRIS Business Objects courses.		Unable to interrogate CRIS system.	

INFORMATION TECHNOLOGY TRAINING

Planned Activity	MPA Priority	Expected Outcome	Specific Output	Milestones	Risk	Costs
1.3.1 Information Technology Training						Total budget set for IT School £2,549,654
Delivery of Management Systems Training	**High**	Deliver agreed number of courses required by portfolio holder.	80 Custody courses		Lack of staff re custody computer	
	High		8 Custody Ads Reporter courses		Lack of staff re custody computer	
	High		8 Custody **High** level user courses		Lack of staff re custody computer	
	High		48 Merlin Supervisor courses		No supervisors trained re Merlin	
	High		8 MetHR (LTA) courses		Lack of trained staff	
			6 MetHR Core courses		Lack of staff	
	High		20 MetDuties (pilot) courses		Failure of Metduties pilot	

INFORMATION TECHNOLOGY TRAINING

Planned Activity	MPA Priority	Expected Outcome	Specific Output	Milestones	Risk	Costs
1.3.1 Information Technology						Total set for IT School £2,549,654
Delivery of courses supporting AWARE infrastructure	**High**	To meet internal needs in respect of NEXUS publishing.	24 Nexus Publisher courses 10 Nexus Publisher User courses		Lack of staff to support intranet sites in MPS in respect of publishing.	
Performance Needs Analysis awaited on future MPS packages. For details contact individual project teams	Awaits	Airwave Radio Integrated Borough Operations. NSPIS Case NSPIS Custody. Metafor Intelligence Manager. Recruits.	600 places 600 places 600 places 300 places 2000 places		Failure of national projects.	

DOG TRAINING

Planned Activity	MPA Priority	Expected Outcome	Specific Output	Milestones	Risk	Costs
1.4.1 Dog Training	**High** Minimise the risk to life and property terrorist activity in London Reducing level of gun enabled crime Disrupting organised criminal activity re Class A Drugs Dismantling criminal networks Improving Neighbourhood Safety	To meet ACPO minimum training requirements /licencing standards for Dogs.	2 ACPO GPD Module courses		Dog Handlers not supplied to MPS Trained dogs not supplied	Total set for Police Dog School £1,610,403
	High	To deliver agreed SLA by Dog OCU.	28 General Purpose Licencing courses		Dog Handlers not supplied to MPS Trained dogs not supplied	

DOG TRAINING

Planned Activity	MPA Priority	Expected Outcome	Specific Output	Milestones	Risk	Costs
1.4.1 Dog Training	High	To deliver agreed SLA by Dog OCU.	1 Expert witness dangerous dogs course		Dog Handlers not supplied to MPS Trained dogs not supplied	Total set for Police Dog School £1,610,403
	High	To deliver agreed SLA by Dog OCU.	2 ACPO Weapons/Narcotics courses		Dog Handlers not supplied to MPS Trained dogs not supplied	
	High	To deliver agreed SLA by Dog OCU.	1 ACPO Explosive search course		Dog Handlers not supplied to MPS Trained dogs not supplied	
	High	To deliver agreed SLA by Dog OCU.	100 Continuation Training courses		Dog Handlers not supplied to MPS Trained dogs not supplied	
	High	To deliver agreed SLA by Dog OCU.	1 Human Remains Initial course		Dog Handlers not supplied to MPS Trained dogs not supplied	
	High	To deliver agreed SLA by Dog OCU.	12 Puppy allocation courses		Trained dogs not supplied	

DOG TRAINING

Planned Activity	MPA Priority	Expected Outcome	Specific Output	Milestones	Risk	Costs
1.4.1 Dog Training	**High**	To deliver ACPO minimum training requirements.	Passive Narcotics Search – 4 courses		Dog Handlers not supplied to MPS Trained dogs not supplied	Total set for Police Dog School £1,610,403
	High	To deliver agreed SLA by Dog OCU.	Passive narcotics refresher		Dog Handlers not supplied to MPS Trained dogs not supplied	
	High	To deliver agreed SLA by Dog OCU.	1 national refresher 1 nationals training		Trained dogs not supplied	
	High	To deliver agreed SLA by Dog OCU.	5 Narcotics pro-active courses		Dog Handlers not supplied to MPS Trained dogs not supplied	
	High	To deliver agreed SLA by Dog OCU.	1 Initial pro-active search course		Dog Handlers not supplied to MPS Trained dogs not supplied	Total set for Police Dog School £1,610,403

DOG TRAINING

Planned Activity	MPA Priority	Expected Outcome	Specific Output	Milestones	Risk	Costs
1.4.1 Dog Training	**High**	To deliver agreed SLA by Dog OCU.	12 Tactical Support Refresher courses		Dog Handlers not supplied to MPS Trained dogs not supplied	
	High	To deliver agreed SLA by Dog OCU.	8 Weapons Recovery refresher courses		Dog Handlers not supplied to MPS Trained dogs not supplied	
	High	To deliver agreed SLA by Dog OCU.	20 weapons recovery initial courses		Dog Handlers not supplied to MPS Trained dogs not supplied	
	High	To deliver agreed SLA by Dog OCU.	6 re-allocation courses		Dog Handlers not supplied to MPS Trained dogs not supplied	

DOG TRAINING

Planned Activity	MPA Priority	Expected Outcome	Specific Output	Milestones	Risk	Costs
1.4.1 Dog Training	High	To deliver agreed SLA by Dog OCU.	2 Tactical firearm support initial		Dog Handlers not supplied to MPS. Trained dogs not supplied.	Total set for Police Dog School £1,610,403
	High	To deliver agreed SLA by Dog OCU.	1 Dog section supervisor		Lack of supervisors for Dog Section.	
	High		6 Dog handler suitability courses		Lack of handlers.	

DOG TRAINING

Planned Activity	MPA Priority	Expected Outcome	Specific Output	Milestones	Risk	Costs
1.4.1 Dog Training	**High**	To meet ACPO minimum training requirements /licencing standards for Dogs.	1 Team Trainer course		No team trainers available.	Total set for Police Dog School £1,610,403
	High	To deliver agreed SLA by Dog OCU.	10 x 10 month puppy courses		Lack of trained dogs supplied.	
	High	To deliver agreed SLA by Dog OCU	20 Explosive dog licencing courses		No training for expo dogs.	
Planned Activity	**MPA Priority**	**Expected Outcome**	**Specific Output**	**Milestones**	**Risk**	**Costs**
1.4.1 Dog Training	**High**	To deliver agreed SLA by Dog OCU.	15 allocation courses		Dog Handlers not supplied to MPS. Trained dogs not supplied.	
	High	To deliver agreed SLA by Dog OCU.	8 Remedial Training courses			
	High	To deliver agreed SLA by Dog OCU.	1 DEFRA customs course		No National training for customs supplied.	
	High	To deliver agreed SLA by Dog OCU.	1 Puppy Mentors course			

MPS MANAGEMENT TRAINING

Planned Activity	MPA Priority	Expected Outcome	Specific Output	Milestones	Risk	Costs
1.5.1 **MPS Management Training**	**High** Supports Towards the Safest City Retention and Progression of Staff.	To provide newly promoted sergeants with the skills to effectively lead teams.	488 PS Foundation student places		No Police Sergeants supplied to MPS.	Total budget for Management School £807,089
	High	To provide sergeants with the skills to perform the role of custody officer.	324 PS Custody student places		No custody sergeants to MPS.	
	High	To provide newly promoted Inspectors with the skills to perform effectively at Insp level.	120 Insp foundation places		No Inspectors training provided in MPS.	
	High	To integrate transfers and rejoiners of MPS.	13 Transfer and Rejoiners courses		No training provided.	
	High Supports HR services/Probationer Modernisation	To train A1 assessment programme.	250 Assessors trained	Initial training completed by July 2004	No assessors to support future development re tutor constables.	
	High	Commissioners Leadership	Variable Projections	On-going.		

MPS TRAINER DEVELOPMENT

Planned Activity	MPA Priority	Expected Outcome	Specific Output	Milestones	Risk	Costs
1.6.1 Trainer Development	**High** Supporting corporate infrastructure	To provide newly selected trainers with the skills to train effectively.	180 Trainer Foundation places		Lack of new trainers supplied to MPS.	Total set for Trainer Development £270,643

TRAFFIC WARDEN AND POLICE COMMUNITY SAFETY OFFICER TRAINING

Planned Activity	MPA Priority	Expected Outcome	Specific Output	Milestones	Risk	Costs
1.7.1 **Traffic Warden Delivery Police Community Support**	**High** Supports Towards the Safest City Visibility Policing Retention and Progression of staff/promoting a diverse workforce.	To provide timely refresher training to Traffic warden service.	438 places		Lack of training.	Total set for unit £110,291
	High	To provide foundation training for Police Community Support Officers.	Awaiting projections		No PCSOS supplied to MPS	
	High	To provide foundation training for Traffic warden service.	180 places		No new wardens delivered	
	High	To provide Royal Parks Training for PCSOS.	Awaits figures			

POLICE STAFF DEVELOPMENT AND CO-ORDINATION UNIT

Planned Activity	MPA Priority	Expected Outcome	Specific Output	Milestones	Risk	Costs
1.8.1 Police Staff Development and Co-ordination Unit	**High** Promoting a diverse workforce Retention of staff.	To provide corporate induction days for all new police staff.	Deliver one corporate day per month- variable numbers		No corporate induction days.	Total set for unit £89,601
		To ensure training Managers kept updated on developmental opportunities.	To run a series of workshops to ascertain developmental needs		No opportunities identified.	
		Act as a conduit for knowledge exchange between training managers and PSDU.	Identify and match appropriate internal developmental opportunities		Lack of available info re training for Police staff/no co-ordination.	
		Review and evaluate pilot Administrators development programme NVQ level 3 business admin.	Conduit 3 reviews and independent evaluation Provide regular updates to HR board		Lack of recognised Management training.	

POLICE STAFF DEVELOPMENT AND CO-ORDINATION UNIT

Planned Activity	MPA Priority	Expected Outcome	Specific Output	Milestones	Risk	Costs
1.8.1 Police Staff Development Co-Ordination Unit	**High**	To source opportunities externally to MPS.	Source funding Explore viability of joint approach to training and development with other public sector bodies		No outward activity in respect of progression of police staff training.	Total set for unit £89,601

PHYSICAL EDUCATION AND WELL-BEING

Planned Activity	MPA Priority	Expected Outcome	Specific Output	Milestones	Risk	Costs
1.9.1 Physical Education / Well-Being	**High** Supports Towards the Safest City Occupational Health of workforce.	Delivery of Physical Education.	Fitness and well-being training for 1950 recruits.		Failure to deliver targets in line with Recruit Training Lack of standards for physical fitness of police recruits.	Total set for unit £274,168
	High	Support of Specific Occupational Health Campaigns.	To support MPS Healthy Eating/Well at work campaigns	Summer 2004- 2 campaigns completed (Healthy Eating, Well at Work)	No additional Occupational Health campaigns.	
	High		To train Officer Safety- variable	On-going	Lack of trained staff	
	High		To train Emergency Life Support - variable	On-going	Untrained officers Vulnerability to MPS	
	High	Trained MPS Fitness Instructors.	8 Fitness Instructor courses		Lack of trained staff	

TRAINING STANDARDS UNIT
2.1 – To Implement and Develop Training Policy

Planned Activity	Priority	Expected Outcome	Specific Output	Milestones	Risk		Comments
					Activity	**Impact**	
2.1.1 Production of MPS Annual Costed Training Plan (ATP).	**High**	To meet agreed ACPO/APA standards.	To increase ATP returns to 98%. To increase ATP review returns to 98%.	To identify key dates for the planning cycle. Completion of draft plan to fit Home Office guidance. Completion of costing exercise relating to the data.	Data not being provided on time by the training sites. HO guidance is late or ambiguous B-plan software programme not working	Reviews will be late or incomplete. Draft will be late or incomplete Seriously delays the production of the plan.	To circulate ATP reviews (ATP 2003/4) to TMB. Explore other software costings options. Look at problems encountered by other forces. HMIC state that 90% of other forces are using the b-plan system.

Planned Activity	Priority	Expected Outcome	Specific Output	Milestones	Risk		Comments
					Activity	Impact	
2.1.2 Development of MPS Training Prospectus.	**High**	To further enhance the MPS electronic course syllabus in conjunction with training providers.	To increase returns for course aims and dates to 70% of training providers.\n\nTo work with the MetHR2 team to develop functionality.	To produce a yearly planning cycle with key dates.\n\nFurther meetings with MetHR2 team.	Data not being provided on time by the training sites.	Prospectus will not be fully indicative of training activity across business groups	Report produced. The ATP team is aware of the planning cycle dates.
2.1.3 To review DTD Training Policies.	Medium	To develop key policies to drive MPS training forward.\n\nTo meet agreed standards as stipulated by the Policy Clearing House (PCH).	To research all 4 DTD Policies, and publish all Standard Operating Procedures.\n\nTo consult with interested parties regarding the development of mandatory training issues.	Identifying key stakeholders. Meet and discuss current standards.\n\nSOPs need to be drafted and circulated.	Stakeholders being unable or unwilling to provide information.\n\nAs above.	May not meet the deadlines set by PCH.\n\nAs above.	Paul Hutton is leading on the policy development.\n\nEach member of the policy development team owns particular policies.

Planned Activity	Priority	Expected Outcome	Specific Output	Milestones	Risk		Comments
					Activity	Impact	
2.1.4 To identify corporate and national initiatives.	Medium	To progress Foundations for Change and BVR(T) recommendations in order to improve our existing training frameworks.

To ensure MPS has a clear understanding of the issues. | To identify key stakeholders and their requirements of the TSU in relation to the implementation of BVR(T)/FfC.

To attend all South East and Eastern Training Managers meetings and progress actions within MPS.

To engage with partners organisations and forces in collaborative opportunities.

Publish information on TSU Intranet portal. | Review of progress. Issues presented to Training Management Board and Training Boards.

Number of meetings attended. Key messages circulated to interested parties.

Id opportunities. Draw up specific protocols relating to each project.

Key messages published | Apathy at regional level. | No Regional progress. | PH/AM covering regional t/managers meetings.

Anjni Patel has been tasked and is progressing this issue. |

Planned Activity	Priority	Expected Outcome	Specific Output	Milestones	Risk		Comments
					Activity	Impact	
			To establish a system for identifying, validating, recording and disseminating noteworthy practice.	Developing the quarterly newsletter and training managers group e-mail system.			
2.1.5 Engage with clients, stakeholders and customers	**High**	To ensure that the MPS has a clear understanding of the role of the TSU. To ensure that clients and stakeholders understand the systems approach training. To maintain and update effective communication with all interested parties.	Active engagement in TMB/TB/SMB processes. Provide information to support TMB/TB/SMB decision-making. Maintenance and further development of intranet sites (Gateway, NOS, TSU). Further development of the DTD/TSU Communication	Number and quality of papers produced. Review the amount and quality of information displayed. Progress made and recorded in each area. Delivery and evaluation of the seminars.			ACPO/OCU Cmdrs presentations. Maintenance of training manager's database for e-mail circulation. Copies of TB/SMB minutes.

Planned Activity	Priority	Expected Outcome	Specific Output	Milestones	Risk		Comments
					Activity	**Impact**	
			Strategy. Delivery of 3 TSU Seminars to Training Managers. Launch of a quarterly Newsletter for the MPS training arena. To establish a system for identifying, validating, recording and disseminating noteworthy practice.	Publication of the document.			Training Packages accessible.
2.1.6 To enhance the TSU administrative function.	Medium/**High**	To ensure effective administration. Smooth running of TSU activities. To maintain a cohesive interface with individual teams, clients and	To produce a process map for the introduction of one centralisation administration for all teams within TSU.	Process map complete.			PH/AP to progress this issue.

Planned Activity	Priority	Expected Outcome	Specific Output	Milestones	Risk		Comments
					Activity	**Impact**	
		the Head of Unit.					
		To respond to implications of impending legal frameworks.	To prepare an FOIAC information management audit for TSU.	Data-base established. System in place for continuation.	Co-operation needed from across all TSU teams.	Inability to identify existing documents or respond to requests.	PH/AP lead. Meetings in place with heads to explain obligations.

Key Objective 2.2 – To provide effective Training Support Services

Planned Activity	Priority	Expected Outcome	Specific Output	Milestones	Risk		Comments
					Activity	**Impact**	
2.2.1 Provision of Performance/ Training Needs Analysis support (PNA/TNA).	**High**	To ensure clients and stakeholders understand the process for initiating training.	To publicise and promote the commissioning process.	June 2004			Communication with TMB/TBs. SLA with ICG.
		To meet agreed national standards in relation to PNA/TNAs.	To develop a TSS policy that reflects national standards.	Sept 2004			
			To deliver 8 PNA workshop cycles.	Feb 2005			
		To ensure MPS training is fit for purpose.	To quality assure 20 PNA/TNAs to agreed standards.	March 2005			
2.2.2 Provision of Training Design function.	**High**	To ensure clients and stakeholders understand the training design process.	To launch a Training Design workshop for MPS staff.	Nov 2004			
		To meet agreed national	To design 6 corporate training packages.	March 2005			

Planned Activity	Priority	Expected Outcome	Specific Output	Milestones	Risk		Comments
					Activity	**Impact**	
		standards in relation to training design. To ensure MPS training is fit for purpose.	To quality assure 8 training design products.	March 2005			
2.2.3 Implementation of National Standards.	Medium	Integration of the Models for Learning and Development within the Police Service within the MPS. Development of relationships with MPS Associate Researchers/ Designers. Involvement of the Community within MPS	Further development of TSU PNA/Design Workbook. Liaison with Centrex/ACPO to review Models for Learning and Development. Publicise Models on TSU Intranet site. Structured communication strategy in place. Special Interest Groups created on Intranet site. Developing a	Jul 2004 Oct 2004 Nov 2004 Oct 2004 Jul 2004 Nov 2004			Centrex's Modernising Learning Programme Project Team. NCALT – develop a Memorandum of Understanding

Planned Activity	Priority	Expected Outcome	Specific Output	Milestones	Risk		Comments
					Activity	**Impact**	
		training.	Community Advisory Group.				
			Published terms of reference.	Dec 2004			

Key Objective 2.3 – To Monitor Training Standards and Performance

Planned Activity	Priority	Expected Outcome	Specific Output	Milestones	Risk		Comments
					Activity	**Impact**	
2.3.1 Training Evaluation.	**High**	To monitor MPS Evaluation Strategy.	Priority evaluations as **High**lighted within Evaluation plan agreed by TMB.	Achieved at least 50% of output by 1st October.	Additional **High**-priority strategic evaluation reports.	Target not achieved.	
		To improve compliance within MPS Training.	To prioritise and conduct unscheduled evaluations on the basis of K1/K2 management information.	Achieved at least 50% of output by 1st October.	Specific evaluation scoping, investigation and report may have longer-term implications.	Target not achieved.	
			To design, and deliver, 3 Evaluation Workshops.	By 1st July 2004, to have designed workshop based on feedback from current audits.	Additional **High**-priority strategic evaluation reports.	Target not achieved.	This may depend on changes in strategic aims or content of strategic QMR.
			To attend national evaluator meetings.	To have attended at least one meeting by 1st August.			To research the feasibility of hosting a national meeting ourselves.

Planned Activity	Priority	Expected Outcome	Specific Output	Milestones	Risk		Comments
					Activity	**Impact**	
2.3.2 Quality Assurance.	**High**	To ensure MPS training is fit for purpose.	To inspect 6 training providers.	Achieved at least 50% of output by 1st October.	Constant review.	Changes to ALI Framework may affect target.	Activity would be a variable, dependant on client requirements.
			To review and develop the DTD MMR in conjunction with clients.		Constant review.		
		To introduce national performance measures for all MPS training.	To further develop QMR in conjunction with clients and stakeholders.				Activity would be a variable, dependant on client requirements.
			To review QMR and QA processes in relation to the Adult Learning Inspectorate's Common Inspection Framework.	Initial scoping and review to be completed by 1st September.			
			To benchmark	Achieved at			Dependant on

Planned Activity	Priority	Expected Outcome	Specific Output	Milestones	Risk		Comments
					Activity	**Impact**	
			MPS training with 2 non-MPS providers.	least 50% of output by 1st October.			availability of all parties, and prioritisation of work.

Planned Activity	Priority	Expected Outcome	Specific Output	Milestones	Risk		Comments
					Activity	Impact	
2.3.3 Assessment	Medium	Competent Probationers	To provide a service to support current probationer training system. To ensure that materials and systems are in place to support the IPLDP, so that a smooth transition can be effected.		Perceived changes to PTMP.		Examinations will be written, provided and delivered as required.
		Competent Police Personnel	To provide examinations for:- PCSO; Traffic Wardens; DDO's; Operation Jigsaw. To continue to provide, and identify other, outside agencies with Examinations.				Scope to ID other customers. Additional work may well be required for HMIS.

Key Objective 2.4 – To develop Information and Planning processes for MPS training.

Planned Activity	Priority	Expected Outcome	Specific Output	Milestones	Risk		Comments
					Activity	Impact	
2.4.1 Course Administration.	**High**	To administer all corporate training programmes. To manage all Centrex course allocations. To develop opportunities for external course provision. To launch an interactive on line booking system.	To target major training providers for inclusion in centralised system. To increase Centrex course allocations by 100%. To publish a policy on the procurement of external training. To produce and publish 'approved' list of external course providers. To promote external course availability using the TSU Intranet site. To liaise and progress requirements with MetHR2 team. To monitor progression	Agreement reached with training provider to administer courses. All Centrex bookings made through I & P Team. Policy published on intranet List completed. Published on Intranet. Training requests received via MetHR	Lack of co-operation from units currently dealing Centrex and Training Managers not complying. Information not provided & lack of QA process for courses and providers. Technical difficulties. Non compliance from training units.	Unable to assume responsibility Loss of data. Incomplete list and poor quality courses promoted. No system. Loss of data for RRAA.	DOIT, SCD. Need process within TSU to evaluate courses.

Planned Activity	Priority	Expected Outcome	Specific Output	Milestones	Risk		Comments
					Activity	**Impact**	
			of NCALT's National Learning Management System.	Progression monitored.			
2.4.2 Management Information.	**High**	To improve data capture and proactive analysis of course information.	To introduce wastage protocols.	Robust system in place. Info in joining instructions, training circular, Intranet.	Lack of co-operation from training providers.	Loss of opportunity to over book or replace non attendee.	
			To reduce Course Wastage by 80%.	Course wastage reduced.	Operational commitments. Training is poor relation. Resilience of trainers.	Wastage not reduced by 80%.	
		To respond to implications of impending legal frameworks.	To include RRAA requirements into course allocations process.	Reports produced.			RRAA, FOIAC. Gender, ethnicity, disability, flexible working arrangements, sexual orientation.
			To arrange for OTA to produce management reports detailing RRAA requirements.		System unable to produce. Full range of data not in system.	Incomplete reports.	

Key Objective 2.5 – To develop a professional and effective TSU.

Planned Activity	Priority	Expected Outcome	Specific Output	Milestones	Risk		Comments
					Activity	**Impact**	
2.5.1 Staff Development Programme (SDP).	**High**	To ensure TSU staff have the skills to meet the needs of their role. Competent TSU staff. Effective SDP and Induction. To evaluate Training Programmes and Induction process.	To enable the development of individuals to meet generic and specific skills as agreed through initial assessment and/or outcomes of their PDRs. 85% satisfaction rates for TSU training programmes. 100% return rate for TSU Induction Checklists. 95% satisfaction rates for TSU Induction Programme.				

CENTRE FOR APPLIED LEARNING TECHNOLOGIES

Planned Activity	MPA Priority	Expected Outcome	Specific Output	Milestones	Risk	Costs
3.1.1 Centre Applied Learning Technology	**High**	Supporting Specialist packages for the MPS and on a national level.	Simulated Operations.	All programmes are at various stages : Scoping/ Design /Build/Pilot or roll-out.	Inability to deliver training integral to MPS identified key learning objectives. Awaiting funding on some sponsor expectations	Total budget set for CALT £533,290
	High	Superintendents Association Professional Development Programme.	FACIT – Hendon and Gravesend.			
	High	Supports MSC.	Specials Development Programme.			
	High	Provides integral package for training and support of Senior Investigative Officers.	SIO Simulated Programme support.			
			ACPO Hostage Negotiators and Kidnap Unit support.			

Planned Activity	MPA Priority	Expected Outcome	Specific Output	Milestones	Risk	Costs
3.1.1 Centre Applied Learning Technology.	**High**	To support DCCC4 – Professional Development Programme-Duty Officers Critical Incident Training.	Maintenance of existing package.	Various stages of maintenance		
			Centrex/Met SMOIT-Regional. SMOIT2			
	High		SCD5 –MACIE-working on response to Victoria Klimbie Inquiry.			
		E Learning Strategy and Progression within MPS.	Met Induction Programme. C3i MetDuties. Training package C3i Mobile Data. Computer based package. Critical Incident Manual. London Homicide Manual. Work with NIM team and Crimint.	In development Completed Completed On Scene and Dealing in development.		

Planned Activity	MPA Priority	Expected Outcome	Specific Output	Milestones	Risk	Costs
3.1.1 Centre Applied Learning Technology	**High**	Supporting Specialist packages for the MPS and on a national level.	Virtual Crime Academy Professionalising the Investigation Process – PIP.	Scoping Stage		Total budget set for CALT £533,290
		Supporting C3i.	Development of C3i Induction Programme.	Scoping stage		
	High	Support of National Programmes.	Initial Police Leadership and Development Programme.	National developments		
			Core Leadership Development Programme.			
			WORD/WORD2 Disability Discrimination Act.			